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MEMORANDUM FOR: Director of Personnel

SUBJECT : Annual Report of Progress and Program

PERSONNEL *Plans* for Period 1 July 1954 through
ASSIGNMENT DIVISION 30 June 1955

Forwarded herewith is Subject Annual Report in
accordance with your memorandum on the same subject
dated 11 July 1955.

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[REDACTED]
Chief, Personnel Assignment Division

Attachments:

1. Introduction
2. Section I - Major Accomplishments
3. Section II - Objectives
4. Section III - Program Outlook

DOC	3	REV DATE	24-6-81	BY	006199
ORIG COMP		OPI	32	TYPE	01
ORIG CLASS	5	PAGES	12	REV CLASS	5
JUST	22	NEXT REV	2011	AUTHI	HR 70-2

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INTRODUCTION

During the past year so many changes have taken place in this Division that it is deemed advisable to discuss our activity in terms of what we consider have been the most significant developments since the undersigned was appointed Chief on 7 March 1955. At that time our name was changed from Placement and Utilization Division to Personnel Assignment Division. Simultaneously, a new philosophy and many new procedures were introduced. This new philosophy involves strong accent on the practice of providing solutions to problems at the site of the issue and performing the majority of our functions at the scene of action, i.e., in the operating elements we support. Insofar as procedures are concerned, we have devoted considerable effort to streamlining our activity so as to disengage our key officers from entanglement in red tape. We feel that as a consequence they are in a better position to devote themselves to the job at hand. At the same time, through delegations of authority to our Deputy Division Chiefs and our Branch Chiefs we have provided them and the Career Support Officers with additional tools with which to work.

There remains, at this writing, some doubt as to the eventual structure and overall strength of the Division. At this time the Management Staff is conducting a survey of the Division. As a consequence, action on our proposed Table of Organization is being held in abeyance. The delay in the approval of a new T/O has wrought considerable hardship upon the Division insofar as the implementation of our program is concerned. We find ourselves in the position of trying to discharge expanded responsibilities with staffing designed for a program of considerably less scope.

We believe that our staffing pattern and functional statements are sound. Pending approval of our proposed Table of Organization, we are proceeding to the limited extent possible under present capabilities.

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**I. MAJOR ACCOMPLISHMENTS AND SIGNIFICANT DEVELOPMENT DURING
PERIOD 1 JULY 1954 THROUGH 30 JUNE 1955**

A. Reorganization

A tentative reorganization of the Division took place on 7 March 1955. The purpose of the reorganization was to concentrate our activity in support of the three major components. Our reorganization plan provided for an increase in the number of Career Support Officers supporting each component. An essential element of our reorganization plan provided for the appointment of Deputy Division Chiefs for Support, Intelligence, and Plans (Clandestine Services). Two senior Personnel Officers were brought into the Division as Deputy Chiefs from assignments in DD/P. These Deputy Chiefs have been responsible for directing the Division's activity in the areas they support, and in one instance to act additionally as the Career Management Officer for the component supported.

The Counseling function of the Office of Personnel was added to those of this Division on 1 July 1955 and as a result the Counseling Branch was established. The rationale for this reassignment of personnel and functions was that Counselors have traditionally worked closely with the Placement Officers. Additional emphasis has been placed on this relationship.

During the year the responsibility for administration of the Interim Assignment Section was transferred to this Division's Clerical Placement Branch. The many functions associated with the IAS include scheduling of medical examinations and security interviews, the assignment and supervision of various unclassified work projects, and the supervision of personnel ranging in numbers from a low of 89 to a high of 251.

The final observations to be made relative to the reorganization of PAD relate to the Office of the Chief. The position of Assistant to the Chief has been created. This Officer acts on general administrative matters within the Office of the Chief and is assigned line

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supervision of three Branches of the Division, namely, Qualifications Analysis Branch, Counseling Branch, and Clerical Placement Branch. Also added to the Office of the Chief, PAD is a Technical Support Officer. This Officer is concerned with providing technical advice and assistance on matters relating to employee conduct, work performance and adverse actions. He prepares Division regulatory issuances and coordinates Government, Agency and Office regulatory issuances.

B. Career Boards and Panels

One of our major objectives has been to develop a closer working relationship with the various Career Service Boards, Panels, the Career Management Officers and the components they service. Essential to our program has been our continuing effort to conduct our activities at the working level, starting with the individual and working with his supervisor, Unit Chief, Career Panel, and Career Board. Accordingly, our Career Support Officers are spending a large proportion of their time in the components they support. The Deputy Chief, PAD for Clandestine Services and his Career Support Officers are located in "L" Building and have desk space with the Career Management Officers they support. While our Career Support Officers supporting DD/I and DD/S are not similarly located, since in many cases they support more than one Career Panel, they do spend proportionate amounts of time with the Office they service. Parenthetically, it should be noted that the DD/S/Admin/CMO is occupying space in our Division.

Varying degrees of success have been achieved in our efforts to provide support to the Career Services. Many Boards and Panels request and obtain full participation on our part. On the extreme side there are those which specifically exclude us from participation. We support Boards and Panels which meet frequently, regularly, and in a formal manner. We also support Boards and Panels which meet infrequently, irregularly, and informally. While the foregoing serves to indicate that there is a wide range of career service activity, the degree of support we render is not necessarily limited by the state of

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efficiency or the stage of development of a given career service. Generally, it may be stated that where Boards and Panels operate a tight and efficient career service, we operate closely with the Board or Panel. Where the Career Service is diffused, as is particularly true in the DD/I area, we work closely with the Administrative and Personnel Officers to accomplish substantially the same effect.

Many valuable tools have been utilized to accomplish various aspects of our program. Not the least of these is the follow-up interview. This device has been effective in identifying good and bad assignments. It became possible in many cases to advise when necessary steps were required to avoid the loss of potentially valuable employees. Finally, it provided a close and personal contact between the Career Support Officer and the employee.

Another valuable tool is present in the Fitness Report. Here again the Placement Officer has been alerted of possible trouble spots and from a more positive standpoint is kept informed on individual employee strengths for future exploitation. The scheduling of overseas returnees for interviews with their Placement Officers is an important procedure. It is possible during this interview to provide valuable assistance to the returnee as well as cement relationships for future contacts. As will be observed, the tools and procedures we consider most valuable are those which insure contact between Career Support Officer and employee at critical times and which also implement our plan to work closely with the people we service.

C. Staffing of Tables of Organization

During the reporting period increased emphasis was placed upon recruitment throughout the Agency. As a result a whole chain of events was activated insofar as our program is concerned. Once a vacancy is identified in any component it is incumbent on the Career Support Officer to insure that the vacancy is considered first as an opportunity for advancement for someone already on board. Even

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if the vacancy is filled from within, a vacancy will be created somewhere in the Agency so that external recruitment ensues eventually. The role of the Career Support Officer in recruitment is an active one even after external recruitment begins since it involves screening of referrals, presenting the files for review by the operating official, and finally a review of qualifications where action to appoint is initiated.

In addition to normal recruitment activity, certain projects were initiated which required action on our part on a priority basis. New emphasis on certain field areas and some offices resulted in only slightly less urgent activity. We are currently concentrating on defining anticipated requirements and in distinguishing those to be met through reassignment efforts from those requiring external recruitment.

An important element of support in filling vacancies is provided by our Qualifications Analysis Branch. The Employee and Applicant Registers maintained by the Branch have in many cases resulted in the identification of employees and applicants who meet critical needs. In addition to providing this service the Branch supplies the Personnel Procurement Division with briefs of recruitment requests so that PPD can conduct its external recruitment intelligently.

D. The Clerical Problem

Probably no element of our Division is as consistently on the "firing line" as is our Clerical Placement Branch. The constant demand for clerical personnel is focused on the Branch since it has the responsibility for assigning clerical personnel. The Branch is constantly faced with the problem of having too few personnel to fill too many vacancies. While we feel that an equitable quota policy has been established and followed, we think it is understandable that the various elements of the Agency occasionally question our assertion that they are getting their fair share of those available. We think that we have explained the situation to the satisfaction

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of most and we can resort to our record system for proof if necessary.

The Clerical Placement Branch has been so deeply enmeshed in satisfying immediate needs that it has not been able to devote adequate time to one of its major functions. That function provides for the assignment or reassignment of clerical personnel to opportunity type positions. Although it has participated to a great extent in reassessments initiated at the request of individuals, the Branch has as yet not been manned sufficiently well to permit the adoption of an aggressive and positive program to embark upon the type of career program now getting under way in other career services. It may be palliative to note, however, that clerical personnel once assigned by the Clerical Placement Branch are given service designations of the component they enter. This immediately removes them from the jurisdiction of the Clerical Placement Branch.

E. Counseling Activities

It is thought that the statistics reported by the Counseling Branch reflect to a fair degree the heavy load carried during the reporting period. During the past year there was an average of 31 counseling interviews per month, 120 separation cases per month, and 32 leave cases per month. It should be noted that these statistics only partially reflect the behind-the-scenes activity required in each case. For example, each time the Branch was notified of an impending resignation an attempt was made to "save" qualified employees for the Agency either through counseling or recourse to the Placement Officers for assistance in effecting reassignment. If efforts to save the resigning employee were unsuccessful, Separation Reports were prepared in order to record the reasons for future use. Each employee who resigned or who took extended leave was assisted in the processing of his exit clearance. To some extent the Branch made attempts to publicize its services with the objective in mind that counseling and the possible resultant early awareness of problems would

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ease employee difficulties and in some cases deter resignations. The fact that the Counseling Branch is now part of this Division creates a closer relationship between the two groups in the Office of Personnel working closest to the average Agency employee (the Counselors and the Placement Officers).

F. Qualifications and Analysis

The Qualifications Analysis Branch by reason of its nature must operate on a less personal basis than any other element of the Division. Located here are the Employee and Applicant Registers, and it is through this Branch that the Division makes use of the extensive machine records system extant in the Agency. The most significant development during the reporting period has been the focusing of attention on the fact that the Registers are in some cases two or three years behind. Efforts to correct this situation are currently in progress. Simultaneously, new techniques are being developed which will add to the value of this Branch and its function.

G. Statistical Summary of Interviewing Activities from 1 July 1954 to 30 June 1955

	Per Week
1. Total Number of Interviews	[REDACTED]
2. Total Number of Applicant Interviews	[REDACTED]
3. Total Number of EOD Interviews	[REDACTED]
4. Total Number of Follow-Up Interviews	[REDACTED]
a. Corrective Action Necessary	[REDACTED]
b. Corrective Action Unnecessary	[REDACTED]
5. Total Number of Other Interviews	[REDACTED]

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H. Clerical Statistical Summary from 1 July 1954 to 30 June 1955

1. New Employees:

a. Total number [REDACTED]

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- b. Maximum, minimum and average per day:
 - (1) Maximum number in IAS for one day was 251 (on 29 June 1955).
 - (2) Minimum number in IAS for one day was 89 (on 17 December 1954).
 - (3) Daily average in IAS was 139.
- c. A total of 1308 individuals were referred for permanent assignment.
- d. There were 65 resignations for security, medical or personal reasons.

2. Projects:

Major work projects completed were 326 which represented 130,857 man hours.

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II. OBJECTIVES FOR CURRENT YEAR AND STATUS OF CURRENT PROGRAM

A. Discussion

Our major objectives for the current year are set forth in the discussion of our reorganization which was tentatively effected in the last quarter of the last reporting period. Much of our effort during the current year will be devoted to cementing gains already made. It is difficult to assess the status of our current program since we are, to a great extent, dealing with intangibles. It has been observed that a major portion of our program is geared to the development of the entire Agency career program. We can state that we are currently abreast of it. When speaking in terms of the normal placement (career support) function, we think we can safely say that it has reached the most highly refined and clearly developed state ever witnessed in the Agency.

B. Objectives for Period 1 July 1955 through 30 June 1956

To increase direct support to the various career boards and panels in the areas of:

1. Individual Career Planning
2. Rotation and Reassignment
3. Promotion and Advancement

To provide continued service in filling vacancies by reassignment or external recruitment.

To place continued emphasis on the early and sound placement of overseas returnees.

To effect to the fullest the tools available to us which identify trouble areas and those which bring us closer to the people we service.

To take our counseling program to the various components so as to explain the functions and acquaint operators with the preventative medicine aspects of the work.

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To refine and bring up to date Qualifications registers so that they will be of maximum value.

To assist in the handling of disciplinary matters and unsatisfactory performance cases and to provide guidance in the selection-out process.

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III. PROGRAM OUTLOOK FOR BUDGET YEAR 56/57

The PAD program for Fiscal Year 1957 should be substantially the same as for the current year. The present staffing is predicated on the assumption that the Agency will remain substantially at its present strength. Any expansion or contraction should lead to a reevaluation of our needs so as to allow one Career Support Officer to each 500 - 700 employees, plus the necessary supervisory and support personnel which averages two persons to each Career Support Officer. Further refinement of our program and staffing needs may be clarified as the current program unfolds.

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